



UNIVERSITY OF TORONTO
UNIVERSITY EXTENSION

Business and Industry

SESSION 1959 - 1960



Business and Industry

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UNIVERSITY OF TORONTO PRESS
1959

UNIVERSITY OF TORONTO

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BUSINESS AND INDUSTRY SECTION

PURPOSE

The principal purpose of this section of the Division of Extension, is to provide an educational programme of two types of subject:

- (a) Subjects fundamental to business dealing with basic principles, and
- (b) A number of "applied" subjects the nature of which frequently changes depending upon the needs to be met.

The subjects offered under (a) above are usually 20 lectures in length, conducted on a discussion-seminar basis and limited in class size. The objective is an intensive analysis of the subject. Consequently, outside reading is encouraged as well as class discussion. Some subjects are more advanced than others and require prior participation in basic courses for admission. By careful planning it would be possible to take an integrated programme over a period of years. Examinations are offered to students who wish to take them, but this is not obligatory.

Generally speaking the subjects referred to under (b) above are lecture courses, consisting of a separate lecture each evening. As has been suggested, these are "information-giving", frequently an attempt to meet the current needs of a particular section of the business community. We are greatly assisted in many of these courses by the efforts of the co-sponsoring associations or institutes.

In summary, this programme of studies attempts to provide an opportunity to learn the "why" of things rather than the "how", the fundamental principles rather than the specialized detailed practice. The subjects are taught by a group of lecturers, drawn from the University and the business community, who have broad experience in the practical application of their particular subject.

REGISTRATION

Students enrol by completing the application for admission on page 31 of this booklet, making the cheque or money order payable at par to

UNIVERSITY OF TORONTO

Individual application and payment is required from every student for each course.

Fees are payable in advance.

Students are encouraged to enrol by mail, or by visiting the Division of University Extension, Room 207, 65 St. George Street, Toronto, 5. 9 a.m.-5 p.m. daily except Saturdays.

Evening registration will be held in the Wallberg Building (corner of St. George and College Streets) on the following evenings:

Monday —September 14th, 7.30-9 p.m.
Wednesday—September 16th, 7.30-9 p.m.
Monday —September 21st, 7.30-9 p.m.
Wednesday—September 23rd, 7.30-9 p.m.
Monday —September 28th, 7.30-9 p.m.

ADMIT TO LECTURE CARDS

When a student enrolls in a course he will receive a numbered receipt which is his admit-to-lecture card. This card must be shown at each lecture, before entering the classroom.

COURSE ENROLMENT

Applications, when accompanied by full fee, are accepted according to the date they are received at the Division. *Last day for enrolment for subjects starting fall term—October 2nd*, lectures begin week of October 5th. *Last day for enrolment for subjects starting winter term—January 8th*, lectures begin week of January 11th. *Last day for enrolment for subjects starting spring term—March 8th*, lectures begin week of March 15th.

In many classes enrolment is limited to 50 students. If more than this number wish to register for a class, an effort will be made to organize an additional class. A second class will not be offered, however, until a minimum of 25 students has been accepted.

REFUNDS AND WITHDRAWALS

A student is held responsible for all courses in which he registers, unless he withdraws officially.

Such requests for withdrawal must be in writing, accompanied by the admit-to-lecture card, stating the reason for the request.

Ceasing to attend classes does not constitute official withdrawal.

Refunds will be considered *only* if the request for withdrawal is made prior to the beginning of the *second* lecture.

There is a non-refundable fee of \$10.00 on courses for which the fee is \$40.00 or higher and a non-refundable fee of \$5.00 on other courses.

We regret we cannot make allowances for changes in personal plans, or for additional commitments which a student may accept after arranging his course schedule.

REQUIREMENTS AND RECOGNITION

In general, there are no academic requirements. In the case of some subjects, applicants are asked to send with their application a brief resumé of experience so that we may assist the student to enter the appropriate class.

It is no longer possible for the division to issue letters stating that an individual student was registered in a particular course, or attended a course. Optional examinations are offered, however, in many classes. The Division will issue a letter of recognition based in the lecturer's appraisal of a student's progress, for those students who exercise this option.

The subjects offered in the Business and Industry section do not lead to a diploma or degree.

DESCRIPTION OF COURSES

Accounting—Introductory LEONARD R. ROSENBERG, B.COM., C.A.

Two classes, Section A at 6.00 p.m. and Section B at 8.00 p.m.
20 lectures on Monday evenings at 6.00 and 8.00 in Room 202,
Mechanical Building, beginning October 5th. Fee: \$40.00.

This accounting course of introductory basic principles and practices will cover the practical techniques of recording, classifying and summarising in significant manner the events and transactions of commercial activity.

It is intended for persons who have no formal training in accounting but who would be interested in acquiring a knowledge of keeping records, preparing and interpreting financial statements, etc. As part of this lecture-discussion course, students will be expected to do reading and practical exercises.

The classes will be limited to 50 students.

Accounting—Intermediate STEWART MACLELLAN, C.A.

20 lectures on Monday evenings at 6.00, in Room 254, Mechanical Building, beginning October 5th. Fee: \$40.00.

This course is intended for those persons who have a knowledge of accounting fundamentals, are at present working in accounting and wish to enlarge their understanding of the theory and practice.

Preparation of exercises and reading of lesson material will be required.

The class will be limited to 50 students.

TEXT: Accounting, Principles & Practice—R. G. H. SMAILS, (Ryerson Press).

Accounting—Internal Auditing

A—BASIC

To be announced

B—ADVANCED

To be announced

"A" and "B" Courses 10 lectures each on Tuesday evenings at 7.30,
"A" Course beginning October 6th, "B" Course beginning January
11th. Room 116, Wallberg Building. Fee: \$15.00 each Course.

Both Courses are sponsored by the Institute of Internal Auditors (Toronto Chapter) to meet the growing demand for greater understanding of Internal Auditing.

The Basic Course is designed for persons requiring fundamental knowledge in internal auditing. The Advanced Course is designed for those with good basic internal auditing training (or equivalent) but who are seeking advanced knowledge on a managerial level.

This class will be limited to 50 students.

Financial Statement Analysis K. H. C. LAUNDY, B.COM., C.A.
20 lectures on Monday evenings at 7.30, in Room 336,
Mechanical Building, beginning October 5th. Fee: \$40.00.

The purpose of this course is to give those business men who have a sound working knowledge of accounting a greater understanding of the problems involved in the reporting and analysis of financial information.

The following topics will be discussed:

- Composition of financial statements,
- Assumptions underlying the financial statements,
- Limitations of the financial statements,
- Form, content and legal requirements of the balance sheet, statement of profit and loss and surplus statement,
- Reporting of financial information by Canadian Public companies,
- Various viewpoints towards financial statement analysis,
- Methods used to analyse balance sheets and statements of profit and loss,
- Problems involved in price level changes.

Accounting—Fundamentals for Non-Financial Executives

T. P. ABEL, B.A., C.A.

20 lectures on Monday evenings at 7.30, in Room 104, School of Nursing, beginning October 5th. Fee: \$40.00.

Many executives have reached their present positions through departments in the business other than the accounting department. This course is designed specifically to convey fundamental concepts and practices of finance and accounting to operating executives. The lecture-discussion method will concentrate on the effect of the finance and accounting concepts on planning, interpretation of results, and influence on decision making. Case problems will be used to illustrate significant aspects of the principles.

The class will be limited to 50 students.

Machine Accounting

10 lectures on Thursday evenings at 7.30, in Room 254, Mechanical Building, beginning October 8th. Fee: \$20.00.

Offered in co-operation with the Toronto Chapter, National Machine Accountants Association, this course is intended as an introduction to High Speed Data Processing through an understanding of the principles and uses of punched cards and punched paper tapes.

This course is primarily prepared for Office Managers and others concerned with clerical operations who are unfamiliar with the ways in which punched card procedures may be used in office work. It is a review of the history and basic principles underlying any consideration of the applications of punched cards to modern business.

The course is offered in the hope that a better understanding of the ways in which punched card accounting can contribute to efficiency, will attract capable office workers to an ever-expanding and challenging field of endeavour.

A more detailed pamphlet is available on request.

Management Control Through Cost Accounting

HERBERT E. GREEN, R.I.A.

20 lectures on Wednesday evenings at 8.00, in Room 254, Mechanical Building, beginning October 7th. Fee: \$40.00.

This course is designed to make available to present and potential key personnel, an understanding of the profit controls possible at all levels of business activity through the medium of cost and expense accounting.

While ample time will be devoted to methods, a major portion of each lecture will be devoted to the development of techniques of the control and effective utilization of production and marketing facilities.

Lectures will include: Integration of Cost and Fiscal Accounting; Cost and Expense Elements; Cost Classifications; Cost Systems; Internal Controls for Profit Maximization; Standard Costing and Management by Exception; Budgets; Profit-volume Relationship; Intelligent Interpretation; Dynamic Presentation.

Administrative Practices

J. A. McINTYRE, B.A.

20 lectures on Monday evenings at 6.00, in Room 414, Mechanical Building, beginning October 19th. Fee: \$40.00.

The function of the administrator and the general nature of administration are the major subjects to be studied in this course. The practical reality involved in day-to-day planning, policy-making and control will be examined in the light of up-to-date theoretical knowledge of the administrative process.

This is a seminar-type course hence the emphasis will be on class discussion. Cases, films, and an extensive reading list will help to provide background for what is hoped will be vigorous discussions.

Practical experience in administration at a decision-making level is a prerequisite for admission to the course.

The class will be limited to 35 students.

Advertising Management

J. G. MACLEAN

10 lectures on Thursday evenings at 7.30, in Room 101, School of Nursing, beginning October 8th. Fee: \$20.00.

This course will examine the functions and responsibilities of advertising in its relation to merchandising, company growth, and the Corporate Image. Special reference will be paid to development of sales, both present and future, and smoothing the way for company growth, by influencing the public's attitude toward the advertiser.

An analysis of the various media, such as newspapers, magazines, radio and television, which are available to achieve these aims will be made.

Advertising as a force, in the growth of our economy, through the building of entirely new industries based on new consumer needs and desires will be studied.

Class discussion will be encouraged. The size of the class will be limited to 40.

Business Administration—Introductory W. A. DIMMA, B.A.SC.

20 lectures on Tuesday evenings at 7.30, in Room 252, Mechanical Building, beginning October 6th. Fee: \$40.00.

Dividing its subject into the four general areas of production, marketing, accounting and finance, and general management, this course cuts across a wide range of business activities. In twenty lectures the lecturer will survey many phases of business rather than select fewer topics and treat them more exhaustively. For this reason, admission to this programme presupposes a general knowledge of business and at least some practical experience.

The class will be limited to 100 students.

Business Organization

W. G. PRIDHAM, B.COM.

20 lectures on Wednesday evenings at 7.30 in Room 414, Mechanical Building, beginning October 7th. Fee: \$40.00.

This subject is offered as an introduction to the nature of business and industry. The inter-relationship of the various functions, e.g. finance, production, distribution, personnel management, will be examined in terms of the establishment of policies and practices. It is intended that a foundation for the study of other business subjects may be established by means of this course.

The class will be limited to 50 students.

Economics—An Introduction H. I. MACDONALD, B.PHIL.(OXON.)

16 lectures on Monday evenings at 7.30, in Room 123, Wallberg Building, beginning October 5th. Fee: \$30.00.

This stimulating course has been designed to meet the needs of young executives and others interested in Canada's economic past, present, and future. Using the lecture-discussion method, the following topics will form the basis of a description and analysis of the operation of the Canadian economy:

National Income and Economic Growth

Banking and Taxation; Monetary and Fiscal Policy

Monopoly and Competition

The Pricing System

Labour Problems

Canada and the World Economy

Comparative Economic Systems and Comparative Living Standards

Suggested reading will be given from time to time.

The class will be limited to 50 students.

Basic reading for those who wish some advance preparation:

1. V. W. BLADEN: Introduction to Political Economy, Third Edition, University of Toronto Press, 1956.
2. ALLEN, BUCHANAN, COLBERG: Prices, Income and Public Policy, McGraw-Hill Publishing Co., 1954.
3. H. G. BRAINARD: Economics in Action, Oxford University Press, 1959.

Economics—Money, Banking & Finance E. P. NEUFELD, PH.D.
16 lectures on Monday evenings at 7.30, in Room 101, McLennan
Laboratory, beginning October 5th. Fee: \$30.00.

The purpose of this course is to outline and discuss with the group the theory and practice of money, banking and the capital market generally, with specific reference to the Canadian environment. This will include central banking and monetary policy, fiscal policy, the function of the chartered banks and other financial institutions, the nature of economic instability and its implications for the capital market, the characteristics of the Canadian Capital market and other related topics.

This class will be limited to 50 students.

Electronic Computer Courses

These courses are being offered in co-operation with the Computation Centre, University of Toronto, Dr. W. H. Watson, Director. Dr. C. C. Gotlieb, Chief Computer, and other University Staff members will be in charge of the programme.

Engineering Techniques for Digital Computers

(Not offered 1959-60)

High Speed Data Processing

C. C. GOTLIEB, PH.D.
and J. N. P. HUME, PH.D.

20 lectures on Thursday evenings at 7.30, in Room 132, McLennan Laboratory, beginning October 8th. Fee: \$40.00.

A general introductory course for those interested in learning about the principles and applications of data processing. No prerequisites are required. A more detailed pamphlet is available on request.

Programming for Digital Computers

C. C. GOTLIEB, PH.D.
and J. N. P. HUME, PH.D.

20 lectures on Thursday evenings at 7.30, in Room T.402 Mechanical Building, beginning October 8th. Fee: \$75.00.

A laboratory course on methods by means of which data processors may be used to solve problems. It is assumed that those participating will have had an introductory course. A more detailed pamphlet is available on request.

ENGINEERING COURSES

ELECTRICAL ENGINEERING

The following courses are offered in co-operation with the Department of Electrical Engineering, Professor G. F. Tracy, Head. The courses will be similar to those given to graduate students, hence a Bachelor's degree in Engineering (Electrical) from a recognized university, or its equivalent, will be required.

The content of the courses and the instructors have been chosen in collaboration with staff members of the respective departments, and these staff members will act as consultants.

All these classes are limited to 35 students. They are non-credit courses. Each course will consist of 25 lectures. A more detailed pamphlet is available on request.

Feedback Control Systems

IAN McCausland, PH.D.

Monday evenings at 7.30, beginning October 5th, Room E23, Electrical Building. Fee: \$50.00.

A study of the analysis and synthesis of linear feedback control systems by means of differential equations and the Laplace transformation. Topics covered include methods of compensation, stability, root-locus methods, systems with time delays, and A.C. Control systems. An introductory study of non-linear systems is also made including the use of describing function and phase-plane methods of analysis.

Electric Power Systems

To be announced

Monday evenings at 7.30, beginning October 5th, Room E34, Electrical Building. Fee: \$50.00.

This course covers the principal methods of analysis used in solving problems in electric transmission and distribution systems. The major emphasis is placed on power flow, voltage control, short circuit, and stability problems.

Equivalent circuits are developed for the representation of transmission lines, transformers, generators, motors and loads. Methods of analysis of equivalent networks include the use of symmetrical components, systems of equations, network reduction and the use of analysers and computers.

The methods of analysis are applied to typical problems of power flow, unbalanced faults, steady-state and transient stability.

Transistors and Transistor Circuitry

J. V. HANSON, M.SC.

Monday evenings at 7.30, beginning October 5th, Room E21, Electrical Building. Fee: \$50.00.

A study of the properties of certain types of semi-conductors and their application to devices such as diodes and transistors. The physical basis of transistor action is discussed. This is followed by a study of a wide range of transistor circuits.

Written Communications in Business (A) ANGUS M. DIXON, M.A.

(B) R. N. BEATTIE, M.A.

10 lectures on Wednesday evenings in Room 252, Mechanical Building, beginning October 7th. "A" at 8.00 p.m., "B" at 6.00 p.m.

Fee: \$20.00 each.

(The same courses will be given in the winter term beginning January 13th.)

This course is designed to offer participants an opportunity to develop their effectiveness in written expression through discussion and practice in the writing of letters and reports. The programme will be planned with the

interests and experience of the group in mind. In order to provide the greatest possible amount of individual analysis and assistance, home assignments will be given when necessary.

The class is limited to 35 students.

TEXT: Business Correspondence in Practice—R. S. HANDY, 2nd Edition (Pitman).

Effective Speech in Business MRS. HELEN TUCKER, A.B., A.R.C.T.
10 lectures on Wednesday evenings at 7.30, in Room 414, Mechanical Building, beginning October 7th. Fee: \$20.00.
(The same course will be given in the winter term beginning January 13th.)

This course includes training in speaking and listening (a tape recorder will be used), the preparation of speeches, and a study of communication techniques in interview, conference and reporting.

The class will be limited to 35 students.

Illumination Course Director: Miss M. G. CURRIE, B.A.SC., P.ENG.

I—Fall—(Theory) begins October 7th.

II—Winter—(Advanced) begins January 13th.

10 lectures each on Wednesday evenings at 7.30, in Room 25, Engineering Building. Fee: \$20.00. (Each section.)

Offered in co-operation with the Toronto Section of the Illuminating Engineering Society, these courses are designed to provide essential theory (Illumination I) and the fundamental background necessary for all types of lighting design (Illumination II).

Both courses should be of interest to Consulting Engineers and Architects, lighting fixture designers, and manufacturer, contractor and distributor engineers and salesmen, specializing in lighting. Both courses are intended for people who are directly concerned with illumination design in their day to day work.

The material contained in Illumination I should be regarded as necessary background for students enrolling in Illumination II. There are no fixed entrance requirements but those wishing to take Illumination II would be well advised to take Illumination I this Fall and Illumination II in the Winter, unless they feel they have covered the essential theory in previous courses or through practical experience.

Because of the emphasis placed on open discussion, enrolment in both courses is limited to 40.

Industrial Management W. T. NUTSON

20 lectures on Thursday evenings at 7.30, in Room 252, Mechanical Building, beginning October 8th. Fee: \$40.00.

This course—a study of the principle and technique of management with emphasis on industrial engineering, recognizes the increasing interest of industry in scientific management. It should be of interest to persons

PROGRAMME OF COURSES

MONDAYS

	<i>Begins</i>	<i>Fee</i>	<i>Page</i>
Accounting—Introductory	Oct. 5	\$40.00	9
Accounting—Intermediate	Oct. 5	\$40.00	9
Accounting— Fundamentals for non-financial executives	Oct. 5	\$40.00	10
Administrative Practices	Oct. 19	\$40.00	11
Canada's Major Industries	Oct. 5	\$15.00	26
Economics—An Introduction	Oct. 5	\$30.00	12
Economics—Money, Banking & Finance	Oct. 5	\$30.00	13
Electric Power Systems	Oct. 5	\$50.00	14
Feedback Control Systems	Oct. 5	\$50.00	14
Financial Statement Analysis	Oct. 5	\$40.00	10
Modular Co-ordination in Building	Oct. 19	\$15.00	20
Personnel Administration—Interviewing	Oct. 5	\$40.00	20
Real Estate I	Oct. 5	\$40.00	24
Real Estate II	Oct. 5	\$40.00	24
Research in Human Relations	Mar. 14	\$20.00	21
Statistics—An Introduction	Jan. 11	\$20.00	24
Transistors & Transistor Circuitry	Oct. 5	\$50.00	14

TUESDAYS

Administration in Food Services	Jan. 12	\$15.00	26
Business Administration—Introductory	Oct. 6	\$40.00	12
Human Relations in Administration	Oct. 13	\$40.00	21
Internal Auditing	Oct. 6	\$15.00	9
Office Management	Oct. 6	\$15.00	26
Personnel Administration—Training	Oct. 6	\$40.00	21
Physical Metallurgy	Oct. 6	\$15.00	19
Plastics	Oct. 6	\$25.00	27
Public Opinion, Propaganda and the Mass Media	Oct. 6	\$20.00	23
Purchasing	Oct. 6	\$25.00	27
Soil Mechanics	Oct. 6	\$20.00	24
Statistical Methods	Oct. 6	\$40.00	25

WEDNESDAYS

Business Organization	Oct. 7	\$40.00	12
Effective Speech in Business	Oct. 7	\$20.00	15
Illumination I	Oct. 7	\$20.00	15
Illumination II	Jan. 13	\$20.00	15
Investment in Securities	Oct. 7	\$15.00	26
Management Control through Cost Accounting	Oct. 7	\$40.00	11
Marketing I (B)	Oct. 7	\$40.00	18

	<i>Begins</i>	<i>Fee</i>	<i>Page</i>
Personnel Administration—An Introduction	Oct. 7	\$40.00	20
Psychology in Industry—Introductory	Oct. 7	\$40.00	22
Public Relations	Jan. 13	\$25.00	27
Taxation—Personal & Corporate	Oct. 7	\$40.00	25
Written Communications in Business	Oct. 7	\$20.00	14

THURSDAYS

Advertising Management	Oct. 8	\$20.00	11
High Speed Data	Oct. 8	\$40.00	13
Industrial Management	Oct. 8	\$40.00	15
Law—Business Law	Oct. 8	\$40.00	18
Machine Accounting	Oct. 8	\$20.00	10
Marketing I (A)	Oct. 8	\$40.00	18
Marketing II	Oct. 8	\$40.00	18
Methods Research	Jan. 14	\$20.00	19
Personnel Administration—Labour Relations	Oct. 8	\$40.00	21
Programming for Digital Computers	Oct. 8	\$75.00	13
Psychology in Industry—Advanced	Jan. 14	\$40.00	22
Quality Control I	Oct. 8	\$30.00	23
Sociology of Industrial Organization	Oct. 8	\$20.00	23
Techniques of Operations Research	Oct. 8	\$40.00	19
Traffic Management	Oct. 8	\$25.00	28

working either in line or staff positions. The different functions of management as they apply in a manufacturing organization are considered. The techniques of scientific management are explained and case problems will be discussed, to indicate their application.

The class will be limited to 50 students.

Law—Business Law

N. E. BALFOUR, B.A.

20 lectures on Thursday evenings at 7.30, in Room 116, Wallberg Building, beginning October 8th. Fee: \$40.00.

The lectures in this course will be aimed at counselling the average business man. Included in the topics which will be dealt with are: Buying and selling real estate; Collection of debts; Elementary taxation problems; Municipal laws and business; Types of business enterprises and ways of financing them; Corporation law, including manner of incorporation, organization, share structure, duties of directors; and several others.

The course is designed to be practical and informative but not a substitute for legal advice. Students will be given sources of information and projects will be assigned to them.

The class will be limited to 50 students.

Marketing I—A

WILLIAM FRANCIS

20 lectures on Thursday evenings at 7.30, in Room 1033, Wallberg Building, beginning October 8th. Fee: \$40.00.

Marketing I—B

To be announced

20 lectures on Wednesday evenings at 7.30, in Room 2033, Wallberg Building, beginning October 7th. Fee: \$40.00.

Marketing plays a dynamic and vital role in modern business by coordinating all activities which are responsible for distributing goods from producer to consumer. This course deals with each phase of marketing through a series of lectures, case discussions of actual marketing problems and guest speakers who are prominent marketing executives. This stimulating course has a two-fold purpose—to outline basic marketing principles and practices and to develop an individual's ability to analyse marketing problems.

The class will be limited to 50 students.

TEXT: Marketing Problems, McNAIR & HANSEN, McGraw-Hill.

Marketing II

J. S. BULL, B.COM., M.B.A.

20 lectures on Thursday evenings at 8.00, in Room 2035, Wallberg Building, beginning October 8th. Fee: \$40.00.

An advanced, seminar-type course dealing with the development of marketing policy, and the nature of translating policy into effective action. The main emphasis of the course will be to study the application of logic and the "scientific method" to the solution of business marketing problems, primarily in the consumer goods and services fields. The student is expected to be familiar with basic marketing principles covered in Marketing I, so that this knowledge can be applied to the investigation of

the inter-relationship of advertising, sales management, merchandising and marketing research functions common to most business problems.

Actual case material will be presented for class discussion, requiring home preparation and active participation during the class.

The class will be limited to 40 students to permit an informal atmosphere.

Methods Research

M. F. ANDERSON

10 lectures on Thursday evenings at 7.30, in Room 101, School of Nursing, beginning January 14th, 1960. Fee: \$20.00.

This basic course in the organization and operation of a methods research department will include Work Simplification and Work Measurement and Standards; Forms Design and Control; Data Mechanization and Data Processing; Integrated Data Processing; and other aspects of Methods Research work in business to-day.

This course is designed to assist smaller as well as larger businesses, and should be useful to those wishing to install a methods activity and to those working in, or wishing to work in, a methods department.

Techniques of Operations Research

Course Director: A. E. PAULL, PH.D.

20 lectures on Thursday evenings at 7.30 in Room 130, Mining Building, beginning October 8th. Fee: \$40.00.

This course is intended to provide a working knowledge of some of the basic techniques in operations research. While it should point the way for the self-development of technical competence in future practitioners, it cannot, in the time available, be extensive enough to provide such competence. The treatment will, however, be considerably more intensive than that usually given in the single lecture survey-type of course.

Four techniques of operations research will be dealt with by lecturers with practical experience in the field. Five sessions will be devoted to each topic, and emphasis will be on the technical solutions to the problems and on the interpretation of the technical solutions in the light of the practical problem. Mathematical derivations will not be emphasized but a sufficient knowledge of mathematics to understand mathematical symbolism will be necessary. Some previous research experience is desirable.

Physical Metallurgy

G. B. CRAIG, PH.D.

10 lectures on Tuesday evenings at 7.30, in Room 414, Mechanical Building, beginning October 6th. Fee: \$15.00.

Sponsored by the American Society for Metals, this course is a series of 10 lectures in which the fundamentals of the heat treatment of non-ferrous and ferrous materials will be discussed. Constant reference will be made to phase diagrams wherever possible. This will not be a complete discussion of the topics, but an attempt will be made to discuss first principles and to show how they may be applied to the more complex systems.

Modular Co-ordination in Building S. R. KENT, B.ARCH., M.R.A.I.C.

6 lectures on Monday evenings at 7.30, in the School of Architecture, 277 Huron Street, beginning October 19th. Fee: \$15.00.

This course on the principles of modular co-ordination and the preparation of modular working drawings is intended for architects in the building industry. This world-wide method has been devised to provide a simplified production and site assembly of machine-made building components. A more detailed pamphlet is available on request.

Personnel Administration—An Introduction R. N. FRIZELL, M.A.

20 lectures on Wednesday evenings at 7.30, in Room 202, Mechanical Building, beginning October 7th. Fee: \$40.00.

As an introduction to the study of Personnel Administration, this course will deal with the purpose, methods and limits of Personnel Administration. By means of lecture, class discussion and case analysis, it is hoped a philosophy of P.A. will be developed. The course should prove useful to those with little formal training in Personnel work but with a desire to enter this increasingly important management activity. Those whose work in small organizations includes the personnel function, may also find it useful.

The class will be limited to 50 students.

A more detailed pamphlet is available on request.

Personnel Administration—Interviewing E. S. PHILLIPS, B.A.

20 lectures on Monday evenings at 8.00, in Room 2035 Wallberg Building, beginning October 5th. Fee: \$40.00.

There is considerable agreement that good management depends to a large extent on the character and degree of communication between supervisor and subordinate.

This course is offered for those who are interested in learning to interview or to improve their interviewing skills. While it may be of interest to staff persons, it will be of particular interest to managers, foremen and supervisors.

The word "interview" has almost entirely been associated with the employment interview. In this course various types of interviews will be covered, i.e. counselling interviews, promotion interviews, corrective interviews, employee opinion interviews, appraisal interviews and exit interviews.

In the interview training the emphasis will be on observation, practice, critical review and discussion of practical experience.

This class will be limited to 50 students.

TEXT: "The Dynamics of Interviewing"—KAHN & CONNELL, John Wiley & Sons.

Personnel Administration—Labour Relations E. R. BARRETT, B.A.
20 lectures on Thursday evenings at 7.30, in Room 414, Mechanical Building, beginning October 8th. Fee: \$40.00.

An understanding of the human relationships in an organization, and the manner in which these relationships aid and detract from the goals of the organization, has become increasingly important to all levels of management. In this course an intensive study will be undertaken of the complex situations arising out of the formal and informal administration of a union agreement. The subject matter will be examined in the spirit of free enquiry rather than the propagation of a particular point of view. Some time will be spent in detailed study of the Ontario Labour Relations Act with cross reference to the Industrial Disputes and Investigation Act.

This class will be limited to 50 students.

A more detailed pamphlet is available on request.

Research in Human Relations R. C. JOYNER, PH.D.
10 lectures on Monday evenings at 7.30, in Room 336, Mechanical Building, beginning March 14th, 1960. Fee: \$20.00.

This course is not offered as a means of learning how to do research. On the contrary the objective is to review, analyse and appraise research being conducted in Personnel Administration as well as relevant research in Social Psychology and Industrial Sociology. The course will be conducted as a seminar, limited to 35 people, who will be accepted on the basis of their interest and experience in this aspect of business activity. A short resumé of education and business experience should accompany your application.

Human Relations in Administration W. LINE, PH.D.
J. A. MCINTYRE, B.A.

20 lecture-discussions on Tuesday evenings at 7.30 in Room 103, School of Nursing, beginning October 13th. Fee: \$40.00.

This seminar is intended to be an intensive discussion of the human being at work.

Organization as a human relations phenomenon, the meaning of authority in relation to responsibility; the individual in relation to the group; administration as education, are among the topics which will be examined.

The course is intended for people actively engaged in administrative responsibility. A brief outline of experience, training, and education must be submitted along with a completed application. The Admissions Committee will review all applications. A knowledge of administration gained through experience or study is essential as well as a willingness to exchange ideas and points of view.

Personnel Administration—Training To be announced
20 lectures on Tuesday evenings at 7.30, in Room 2035, Wallberg Building, beginning October 6th. Fee: \$40.00.

Management people at all levels place top importance upon employees who not only know what is expected of them, but who know how to perform their duties and responsibilities efficiently.

Assuming selection has been done properly, the degree to which the objective is achieved varies directly with the kind of training which the employees receive, whether it be as elementary as induction training for new employees or as involved as programmes for Executive Development.

This course will provide a real and practical opportunity for people carrying personnel responsibilities or in line management positions who want to learn more about:

1. Assessing training needs.
2. Developing training programmes to meet those needs.
3. How people learn.
4. Preparing, administering, and presenting training programmes.
5. Teaching techniques.
6. Development and use of training aids, etc.
7. Supervisory training.
8. Management development.

The class will be limited to 50 students.

Psychology in Industry—Introductory J. A. WAINWRIGHT, M.A.
20 lectures on Wednesday evenings at 7.30, in Room 101,
McLennan Laboratory, beginning October 7th. Fee: \$40.00.

Psychology has developed many understandings of human behaviour that can be productively applied to business and industry.

This course deals with the application of the principles of psychology to business and industrial situations. Areas dealt with include the application of psychology to employee motivation and attitudes, selection and placement, employee appraisal and promotion, training and development, and the effective use of psychological tests in business and industry.

Discussion of these areas of application will include consideration of such topics as absenteeism, labour turnover, work groups and informal organization, communication and leadership.

The class will be limited to 50 students.

Psychology in Industry—Advanced J. A. WAINWRIGHT, M.A.
20 lectures on Thursday evenings at 7.30, in Room 130, Mining
Building, beginning January 14th. Fee: \$40.00.

An advanced course on the application of psychology to business and industry. Principles of human behaviour will be discussed, and applied to specific business and industrial situations.

Emphasis will be on a detailed consideration of employee attitudes and motivation, perception, morale, adjustment and maladjustment in work situations, industrial conflict and tension. The uses and limitations of psychological tests will be discussed, and various other methods of psychological measurement considered.

The focus throughout will be on employee behaviour, and the reasons behind the behaviour.

In addition to lecture-type material, the course will include discussion, cases, films, classroom demonstrations, and reading assignments.

The Sociology of Industrial Organization J. MACDONALD, M.A.
10 lectures on Thursday evenings, in Room 104, School of
Nursing, beginning October 8th. Fee: \$20.00.

The purpose of this course will be to study various aspects of sociological theory having a bearing on the origin, development, and functioning of the modern corporate-type enterprise. In particular, such sociological concepts as bureaucracy, authority, formal and "informal" organization, status and role, attitudes and values, will be discussed in terms of the industrial setting. It will also attempt to relate to this theory such management practices as organization planning, manpower utilization, management development, and performance appraisal programmes. It will be a lecture-discussion course. Students should be prepared to do a limited amount of intensive reading in the field.

Public Opinion, Propaganda, and the Mass Media

MRS. THELMA MCCORMACK, B.A.

10 lectures on Tuesday evenings at 7.30, in Room 101, School of
Nursing, beginning October 6th. Fee: \$20.00.

The study of public opinion and the way it is influenced by newspapers, radio, television and other mass media is a new field of social science. It is of particular interest to people in publicity, public relations, government market research, advertising as well as those generally interested in the social sciences. How are we persuaded? Who are the "hidden persuaders"? What are the trends in the organization and control of the media in Canada and elsewhere? What do studies of wartime propaganda reveal about our willingness to believe? These and other problems are considered in this course.

Public Administration

Courses in public administration are in the planning stage. It is hoped that some courses in this field will be offered in the winter term, beginning January 1960.

Quality Control I

20 lectures on Thursday evenings at 7.30, in Room 202, Mining
Building, beginning October 8th. Fee: \$30.00.

This course of lectures which is offered in co-operation with The Toronto Quality Control Society is designed for people in industry who desire to learn about this valuable method and to apply it immediately to their own every-day operating problems. Emphasis will be placed upon the principles of building quality into the product by keeping the various steps of the process within control.

Requirements: High School or Technical School education, with a knowledge of elementary Algebra, familiarity with production and inspection systems of a manufacturing plant or industry.

The class will be limited to 50 students.

A more detailed pamphlet is available on request.

Appraisal of Real Estate I

Course Chairman—J. I. STEWART, B.A., M.COMM., A.A.C.I., M.A.I.,
Barrister-at-Law

Assistant Course Chairman—J. STRUNG, A.A.C.I.

20 lectures on Monday evenings at 6.00, in Room 252, Mechanical Building, beginning October 5th. Fee: \$40.00.

This series of lectures and demonstrations has been planned to assist anyone—laymen, or those operating in the Real Estate field in a professional capacity—to acquire a better understanding of the problems underlying this topic.

Appraisal of Real Estate II

20 lectures on Monday evenings at 8.00, in Room 252, Mechanical Building, beginning October 5th. Fee: \$40.00.

The purpose of this course will be to develop, in a practical manner, the theories and techniques covered in Course I. Emphasis will be placed on discussion as Course I material is reviewed, practical problems are solved, individual properties are analyzed and appraisal reports are prepared. A more detailed pamphlet is available on request.

Soil Mechanics

This course is offered with the co-operation of the Department of Civil Engineering, C. F. Morrison, M.Sc., Head.

W. L. SAGAR, E.D., B.A.SC., C.E., P.ENG.

F. DELORY, PH.D., P.ENG.

L. G. SODERMAN, B.SC., D.I.C., P.ENG.

10 lectures on Tuesday evenings at 7.30, in Room 128, Mining Building Fee: \$20.00. (Each section.)

I. This short course is designed to serve as an introduction to Soil Mechanics for those who have had little formal training in the subject or who feel the need of a refresher course. As Soil Mechanics is a comparatively new subject in the curriculum of most universities, many practising Engineers, Architects and Inspectors have not encountered it in their educational background, yet they find that they are faced with soil mechanics problems in practise and on occasion must deal with soil mechanics consultants.

II. The advanced course, which will be offered in the Winter Term, will be open to people who have taken the Introductory Course in Soil Mechanics offered in the Fall 1959, or in the Spring 1959.

Introduction to Statistics ALICE W. TURNER, M.A., PH.D., F.S.S.

10 lectures on Monday evenings at 7.30, in Room 103, School of Nursing, beginning January 11th. Fee: \$20.00.

This course is designed to study economic statistics widely used in business and industry, with special emphasis on official Canadian data. Topics discussed in the lectures will include graphic presentation, averages, seasonal variation, construction of index numbers, simple correlation, and sampling procedures.

Statistical Methods

A. E. PAULL, PH.D.

20 lectures on Tuesday evenings at 7.30, in Room 101, School of Nursing, beginning October 6th.

Fee: \$40.00.

An introductory course in the application of statistical methods and in the theoretical concepts behind them. This course is intended for those concerned with taking measurements or interpreting them, who wish to acquire some knowledge of the simpler but exceedingly useful statistical techniques. Mathematical derivations will be omitted but the theory and concepts behind them will be discussed. Topics which will be covered are: frequency distributions, averages and measures of dispersion, tests of significance, analysis of variance regression and correlation frequency data and contingency tables, sampling, control charts. No mathematics beyond high school algebra is required. The text for the course will be *Statistical Methods in Research and Production* edited by O. L. DAVIES.

The class will be limited to 50 students.

Taxation—Personal and Corporate

J. R. HUTCHINSON, B.COM., C.A.

20 lectures on Wednesday evenings at 7.30, in Room 116, Wallberg Building, beginning October 7th.

Fee: \$40.00.

Often tax law will determine whether or not a business venture is feasible. Often the tax law itself creates business opportunities. This course is designed to give the executive an understanding of those aspects of taxation which will frequently confront him when making business decisions. The taxation problems arising upon the winding up of a business, amalgamation, depreciation policy, sales tax, are typical of the items which will be covered.

As well as executives, this course should be of particular interest to trust company trainees, life underwriters, and chartered accountants and lawyers who received their training in the U.K. and who wish to become familiar with Canadian tax law.

The general plan will be to outline the relevant tax regulations covering a given topic, to give illustrative examples and to discuss the implications of the regulations. In addition to acquiring an appreciation of existing tax law, it is intended that the executive will become familiar with the sources of information covering present and future regulations.

The major course topics are listed below:

1. Corporation Income Tax.
2. Depreciation.
3. Arms Length Transaction.
4. Purchase and Sale, Amalgamation of Businesses.
5. Stock Options, Pension Plans, Profit Sharing Plans.
6. Provincial Taxation.
7. Capital Gains.
8. Gift Tax.
9. Succession Duties and the new Estate Duty Act.
10. Sales Tax.

The class will be limited to 50 students.

Administration in Food Services

10 lectures on Tuesday evenings at 8 p.m., in Room 103 School of Nursing, beginning January 12th. Fee: \$15.00.

This course, a series of lectures dealing with principles of administration is designed to stimulate thought and action among people holding executive or supervisory positions in the Food Service Industry.

Recognizing its broad responsibilities to the Canadian public, The Toronto and District Branch of the Canadian Restaurant Association, together with the Division of University Extension, has developed this course in administration.

Canada's Major Industries

J. G. FLEMING, B.A.SC., M.B.A.

M. R. LINDSAY, B.A., LL.B., M.A., M.B.A.

10 lectures on Monday evenings at 7.30, in Room 254, Mechanical Building, beginning October 5th. Fee: \$15.00.

A survey course in which ten industries of general interest and of particular significance to the Canadian economy will be studied. Each of the sessions will bring out and discuss factors and conditions that will influence current operations and future growth potential for each of these industries. Comparisons between these industries will be drawn, and their relative importance to the country both today and in the future will be discussed.

A more detailed pamphlet will be available on request.

Investment in Securities

11 lectures on Wednesday evenings at 7.30, in Room 102, Mechanical Building, beginning October 7th. Fee: \$15.00.

This course, which is offered in co-operation with the Education Committee of the Investment Dealers' Association of Canada, has been designed to give the uninitiated a working knowledge of investment principles and practices. It describes the various types of securities available in Canada and discusses such topics as the development of an investment programme, the management of the investment portfolio and the interpretation and use of financial statements.

A more detailed pamphlet is available on request.

Office Management

These courses are offered in co-operation with the National Office Management Association, Toronto Chapter.

Introductory Course 10 lectures to be offered during the fall term, on Tuesday evenings at 7.30, in Room 2034, Wallberg Building, beginning October 6th. Fee: \$15.00.

This course is aimed primarily to train junior supervisors and persons who are preparing themselves to assume a position of Office Management. Accordingly the content covered during the ten evenings will be of a basic nature, and ample time will be allotted for discussion. Enrolment is limited to 60 and applications will be accepted according to the date they are received at University Extension.

Advanced Course 10 lectures to be offered during the winter term, on Tuesday evenings at 7.30, in Room 2034, Wallberg Building, beginning January 12th. Fee: \$15.00.

This course is designed to attract the participation of office managers or other persons who carry out most of the functions of this position. Enrolment is limited to 60, and applications will be accepted according to the date they are received at University Extension.

A more detailed pamphlet is available on request.

Course in Plastics Course Director—W. G. MACELHINNEY, M.A.SC. 20 lectures on Tuesday evenings at 7.30, in Room 102, Mechanical Building, beginning October 6th. Fee: \$25.00.

The intention of this course is to provide a general review of synthetic materials and their applications in modern day commerce. The syllabus consists of a core of subjects that will convey basic and useful knowledge concerning the plastics, their history, origin and raw material sources; their physical, chemical and electrical properties and their limitations; methods of their fabrication and essential information concerning their design.

A more detailed pamphlet is available on request.

Public Relations

10 lectures on Wednesday evenings at 7.30, in Room 103, School of Nursing, beginning January 13th. Fee: \$25.00.

Sponsored by the Toronto Branch of the Canadian Public Relations Society, Inc., the course has been planned to broaden the experience and horizons of those already engaged in this work and to provide a solid basis for those who are embarking on a Public Relations career.

Major emphasis is placed on the basic contribution of Public Relations to human progress—with special attention to the techniques employed in a wide variety of Public Relation situations. The course should, therefore, be of particular value to those with some experience in Public Relations activities.

The class will be limited to 60 students.

A more detailed pamphlet is available on request.

Purchasing

20 lectures on Tuesday evenings at 7.30, in Room 123, Wallberg Building, beginning October 6th. Fee: \$25.00.

The Purchasing Agents' Association of Toronto sponsors this course for the special training of purchasing agents, their assistants and those interested in broadening their knowledge of the purchasing field. Approximately half the content will be concerned with more general topics such as economics, accounting and law, while the remaining half will deal with some of the specific administrative problems faced by a purchasing agent.

The class will be limited to 100 students.

A more detailed pamphlet is available on request.

Traffic Management

20 lectures on Thursday evenings at 7.30, in Room 102, Mechanical Building, beginning October 8th. Fee: \$25.00.

A series of lectures offered in co-operation with the Canadian Industrial Traffic League, Ontario Division, designed to provide the student with a broader understanding of all aspects of Traffic Management. Among the subjects covered will be Freight Classification, Freight Rate Analysis, The St. Lawrence Seaway, Claim Prevention, Long Range Economic View of Canada, Interprovincial Trucking Packaging.

A more detailed pamphlet is available on request.

Special Lecture Programmes
conducted by UNIVERSITY EXTENSION for the
Society of Industrial and Cost Accountants

A four-year programme leads to the designation R.I.A. Credits must be obtained in seven subjects and a thesis completed. Two subjects in each of the four years must be taken during a session. Lectures commence the first week of October with one lecture a week in each subject for ten weeks in the Fall term and twelve weeks in the Spring term. All information pertaining to education requirements, fees, registration and subjects should be obtained by writing to the

Secretary-Treasurer,
Society of Industrial and Cost Accountants,
31 Walnut Street South,
Hamilton, Ontario.

The programme consists of seven full courses and two half courses covering a period of four years. A thesis must be submitted within a certain period after the last examination is passed.

- Primary —Accounting I
 Industrial Legislation
- Intermediate—Accounting II
 Industrial Organization and Management
- Final
- Part I —Accounting III
 Fundamentals of Cost Accounting
- Part II —Advanced Cost Accounting
 Managerial Statistics (half course)
 Report Writing (half course)
 and a thesis

The programme may be adjusted to take advantage of lecture classes being held in any centre, and to accommodate students who have been granted certain exemptions.

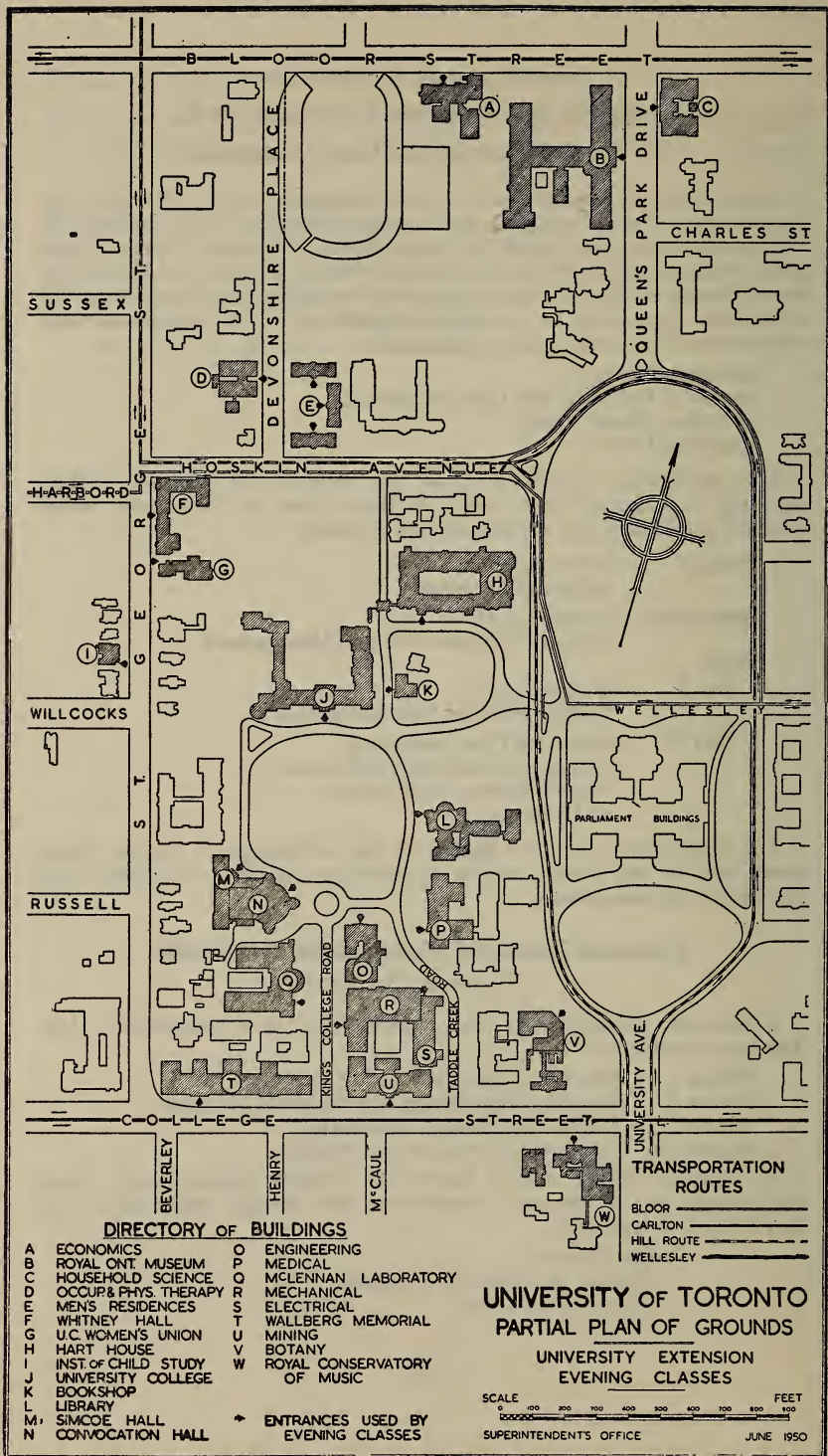
Canadian Industrial Management Association
(Toronto Chapter)

A four-year programme of four sections leads to a designation C.I.M. The four sections are:

- Section I Industrial Organization and Planning
- Section II Industrial Engineering and Industrial Relations
- Section III Accounting—Finance—Marketing
- Section IV Administrative Practices and Problems

All sections will be offered during the 1959-60 session. Each course will consist of 24 sessions. Information and special applications may be obtained by writing to:

The Director,
Division of University Extension,
65 St. George Street,
Toronto 5.



UNIVERSITY OF TORONTO
UNIVERSITY EXTENSION
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A A complete Application (Parts "A" & "B")
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Any Course may be cancelled if there is insufficient enrolment. Fee is refunded in
case of cancellation of Course or applicant may apply fee to another Course if application
is made for transfer. (Please see booklet for details.)

→ Please complete section "B". DO NOT DETACH ←

B MR.

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BUSINESS and INDUSTRY COURSES

UNIVERSITY EXTENSION

Services of the DIVISION OF UNIVERSITY EXTENSION

In addition to the Business and Industry courses, the Division of University Extension offers many other courses and services. Readers of this brochure are invited to ask about

- (1) *General Course (Extension)* leading to the Bachelor of Arts degree.
- (2) *Evening Course in Business, Leading to a Certificate.* Providing instruction in the basic principles of modern business, this course is designed for mature men and women in business, industry, and in the Civil Service, who are in or working toward, positions of responsibility. One or two of the six subjects may be undertaken each year. Six are required for graduation.
- (3) *Evening Tutorial Classes* are available for adults in the Metropolitan area of Toronto and the surrounding districts. The programme includes a wide range of subjects in the liberal arts for those who are not seeking credit. Special courses are also offered to meet the needs of professional and semi-professional groups.
- (4) Correspondence Courses are conducted for The Association of Administrative Assistants, The Canadian Association of Purchasing Agents, The Canadian Credit Institute, The Canadian Institute of Realtors, The Certified Public Accountants' Association of Ontario, The Chartered Institute of Secretaries, The Institute of Export, The Society of Industrial and Cost Accountants. The Division of University Extension is also associated with the Institute of Chartered Life Underwriters of Canada in the supervision of their C.L.U. Course.

For information on all courses, telephone WA. 3-6611, locals 304, 308, 526, 527.

Parking—Because of fire regulations, parking on the campus has been restricted. Students will find several parking areas and side streets in the vicinity.

LOCATION OF CLASS ROOMS

Business and Industry classes meet in the following buildings:

- Mechanical Building—East side King's College Road, Second building from corner of College Street.
- McLennan Laboratory (Physics Building)—West side King's College Road. Immediately north of lane to University Press and just north of College Street.
- Wallberg Building—Corner of St. George and College Streets. Use west entrance.
- School of Nursing Building—West side of St. George Street at corner of Russell Street. Use Russell Street entrance.

